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Executive Registry

63-433

22 MAY 1963

MEMORANDUM FOR: Training Liaison Officers of:  
Office of Inspector General  
Office of the Comptroller  
Office of General Counsel  
Cable Secretariat

SUBJECT : Mid-Career Program Planning

1. [ ] requires that the D/TR report to DDCI by 30 June 1963 the progress of the Mid-Career Program with specific recommendations for improvement. In order for him to complete this report, he has requested that the following information be presented to him by 1 June:

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a. The methods and procedures whereby Deputy Directors and Heads of Career Services are critically evaluating and identifying those employees who would participate in the Mid-Career Program.

b. The approximate number of employees in FY 64 who may be eligible for participation in the Mid-Career Program and can be made available. The D/TR indicated that "you may wish to include selected GS-14s in this number."

c. Whether you have specific recommendations for improvement of the Program.

2. Current plans are to offer the first running of the core course 7 October--15 November with two additional runnings after that during FY 64, tentatively planned for 13 January--21 February, and 13 April--22 May. Each running will accommodate 30 students, a total of 90 a year for the whole Agency. Present tentative planning provides the components under the Office of the Director will have a total of 4 positions each year, which we should probably plan to use in the sequence 1, 1, and 2. For the moment I see no purpose in attempting to determine how these spaces should be allocated among the offices with which we are concerned here.

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(EXECUTIVE REGISTRY)  
Classification*Mid-Career  
Training Program*

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Before we decide whether or not we should allocate spaces at all it seems to me we will need to know how many eligible candidates each component will have and then how many from among those eligible can be made available, with a reasonable forecast of the course running which they are most likely to be able to attend, whether this may be during FY 64 or some succeeding year.

3. While the number of positions in the core course is relevant, it is not the controlling factor for planning purposes. It is merely one phase in the Mid-Career Program and, for the present at least, it is the only phase in which all mid-careerists should be required to participate. A mid-career program should be developed for each individual who is adjudged to be of a suitable calibre. His participation in the core course should be phased into his overall program at a time which is consistent with his particular plan. The individual program can be implemented at any time within the five-year period following his promotion to grade GS-13. Current thinking is that the judgment of an individual's qualifications for participation in a mid-career program is most likely to be a reasonable one if it is made after the individual's performance at that grade level has been observed for about a year. In order for this time factor to be reasonably administered, however, I believe it must be completely flexible. I would say, therefore, that the five-year period should begin when the individual is adjudged to be a suitable mid-career candidate and that his program should be completed before five years after that date has passed. At the end of five years, if his selection proves to have been a good one, he will probably be in or knocking at the door of the senior officer category. On the other hand, if an individual has not been selected for the Mid-Career Program by the time he has completed five years in grade GS-13, it may be that he should be considered ineligible. Time in grade, however, should not become a pre-emptive criterion until the mid-career concept has matured and we have acquired a reasonable length of experience with the selection process. Moreover, for purposes of immediate planning, neither time in grade nor age should be considered a prerequisite criterion. The primary consideration should be the calibre of the individual and his potential for development. Age and time in grade may become significant considerations after we have gained the benefit of some experience and a more thorough knowledge of the employee group with which we are working.

4. In the area of the Office of the Director it seems to me we will have mid-careerists of five general types.

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a. Specialists--such as the auditor in the Inspector General's office, the finance man in the Comptroller's office, the lawyer in the Office of General Counsel--who have the potential for growth to the senior levels of achievement in their profession without having the inclination or the desire to assume a position of management or executive responsibility.

b. Specialists who will remain in their own field of specialization but who will probably be placed in a position of executive responsibility within that field.

c. Generalists within one of the components concerned who may be expected to progress to the senior management level in his office and who should probably be developed for it by acquiring experience in more than one aspect of the office's functions.

d. Generalists within a component who may be successively assigned to another office or loaned to another career service.

e. Agency generalists who may ultimately succeed to top Agency management positions.

5. Agency generalists will be very few in number, probably less than 1% of the population. Major component generalists will be more numerous but, probably, still considerably less than 10% of the population. Career Service generalists will be greater in number but in some proportion to the strength of the component where they are serving.

6. At the time an individual is selected for participation in a mid-career program it may not always be practical to determine in which of the five directions he should be pointed, and it probably would not be desirable in any event. The selecting authority will necessarily have some idea whether the individual should be pointed toward the specialist or the generalist categories in order to develop a reasonable plan, but these preliminary determinations should not be considered irrevocable. Individuals should retain enough flexibility to permit diversion into a development channel other than the one originally selected in order that the organization as well as the individual can retain and exercise the option of reassessment without undue loss of time and energy.

7. I recognize that for two reasons the Inspector Corps presents a special situation: its members already belong to career services and most are too senior to be considered for mid-career training. However, the Audit Staff will have eligible members.

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8. Among the more junior men of the Office of General Counsel there should certainly be men eligible for the Mid-Career Program.

9. During these developmental stages of the mid-career concept it will be necessary that this office participate directly with each of the components of the Office of the Director in the development of mid-career plans. There is no intention to influence the selection of mid-careerists nor the development of individual programs except as it is necessary to insure an even and continuing flow into the core course, with a reasonable balance of representation from among our several offices in each running of the course, and to prevent its being oversubscribed for one offering and undersubscribed for another. It will also be desirable, particularly in the early stages, to insure a reasonable balance and equity among the several offices in the criteria for selection and the general calibre of the selectees.

10. It seems to me we can serve these purposes effectively by adopting a procedure similar to the one we now use to select personnel for participation in the various management courses, such as the process followed most recently for selection of candidates to participate in the "Seminar in Management Practices," (Faith Course) or such as the annual submission of nominees for participation in external management courses.

11. Unless you have alternative suggestions, I plan to respond to the Director of Training for the Office of the Director by describing the procedure we now use to select candidates for external management training. In addition, I will need a statement from each of the addressees describing the procedures you follow to select nominees with some indication of the criteria you apply. Presumably you will have applied these criteria, at least preliminarily, in order to learn how many people you have who are eligible for participation in a mid-career program. In other words, everyone in grade GS-13 will not automatically be eligible for any number of reasons: they may be expected to retire within a few years; they may be performing at or near the level of their maximum expectancy; they may be performing at a completely acceptable level of competence and satisfied with their work to a degree that a move or change of any kind might adversely affect their ability or willingness to continue performing satisfactorily. In order to respond to D/TR, therefore, I think we should know the number of people in grade GS-13, the number of those we think in general would be eligible, and the number of those eligible who can be made available in FY 64.

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12. If you have recommendations for improving the course or for accomplishing the administration with the Support area, they would be appreciated.

13. If you have in your office, on loan from another career service, individuals who might be eligible for the Mid-Career Program, it will be your responsibility to call this to the attention of the career service of this individual so that he can be considered.

14. The D/TR has asked for the information he requires on or before 1 June 1963. In order to present the composite picture for the Office of the Director, I will need your submission here not later than 29 May 1963.

15. Please submit your response to  Acting Training Officer.

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(signed) Lyman B. Kirkpatrick

**Lyman B. Kirkpatrick**  
**Executive Director**

O/Executive Director:  rkg

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